



TB&C.

TERI BLACK & COMPANY, LLC

STELLAR TALENT

PREMIER SERVICE.

POWERFUL RESULTS.



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POWERFUL RESULTS.

October 22, 2018

Ms. Wilma Quan-Schechter
City Manager
City of Fresno
2600 Fresno Street, Room 2064
Fresno, CA 93721

Dear Ms. Quan-Schechter:

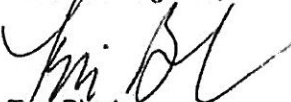
Teri Black & Company (TBC) is pleased to present this proposal to assist the **City of Fresno** with its efforts to successfully recruit a new **Police Chief**. We are the recruiter of choice for many California communities and would be honored to assist Fresno with this very important recruitment and build on the previous work that we have done for the City.

Founded in 2006, TBC provides the most personalized executive search services to clients and candidates in the industry. The business goals of the firm are centered on producing quality results and establishing long-term relationships with our customers. Personalized service and attentiveness have never been more important in our industry as the competition for outstanding talent continues to intensify. With our extensive network and incomparable approach to client and candidate care, our consultants have developed tremendous credibility based on outstanding results and services. In fact, nearly all of our business is a result of repeat customers.

TBC is not driven by volume which helps set us apart from our competitors. We are committed to providing customized and flexible service to our clients and will only take on a select number of recruitments at any given time. In addition, TBC is one of only two woman-owned recruiting firms serving local government in the western United States. Detailed information about the firm and our clients is available on our website – www.tbcrecruiting.com.

You have my commitment that Fresno will receive the highest level of attention. Please do not hesitate to call if you have any questions or need additional information regarding our services or qualifications.

Sincerest regards,


Teri Black
President

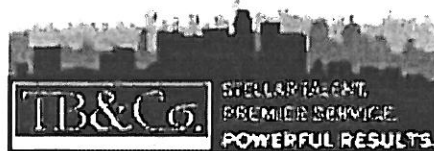
PROPOSAL

**Executive Search Services
for the**

CITY OF FRESNO

to recruit a

POLICE CHIEF



October 2018



TABLE OF CONTENTS

SECTION	PAGE
I. CREDENTIALS & QUALIFICATIONS	1
II. RECRUITMENT STRATEGY	2
III. PROJECT TIMELINE	6
IV. REFERENCES	7
V. RECRUITERS & STAFF PROFILES	8
VI. PRICING & GUARANTEE	12
VII. CONTACT INFORMATION	13
VIII. COMPREHENSIVE LIST OF CLIENTS	14

I. CREDENTIALS & QUALIFICATIONS

Teri Black & Company (TBC) has a solid reputation for providing exemplary service to its clients and has enjoyed great success in **recruiting impressive law enforcement executives** for our clients which include the California Cities of Anaheim, Napa, Morgan Hill, Palo Alto, Menlo Park, Milpitas, Redwood City, San Jose, Livermore, Turlock, and California State University LA, among numerous others. Our out-of-state work includes Police Chief placements in the Cities of Denver and Lakewood, CO and Provo, UT. Within just the last 15 months, we have completed Executive and Senior level law enforcement searches for the Cities of Napa, Palo Alto, Milpitas, Pleasanton, Menlo Park, and Morgan Hill. We are currently completing Police Chief recruitments for the Cities of Tustin and Pasadena and are scheduled to launch the search on South Pasadena's next Police Chief in November. As evidence of our **clients' high satisfaction levels**, more than **90%** of our projects are generated through repeat business and client referrals.

TBC has an **excellent track record** for recruiting well-qualified candidates and has been very successful in attracting diverse candidate pools. We are frequently called upon to manage exceptionally challenging assignments which are attributable to our commitment to personalized service and not limiting the number of resources we dedicate to any given project.

Because we are driven by a concern for **quality results rather than volume**, we limit the number of recruitments the firm handles at any given time. In addition, we are careful to only partner with clients that appreciate the value of highly personalized service and the importance of finding qualified candidates who would be a good fit rather than simply attracting individuals who meet minimum qualification criteria.

- Teri Black will serve as the lead recruiter and primary contact for this recruitment. Bradley Wardle, Bob McFall, and members of the TBC support staff will also be engaged in the successful completion of this assignment. Our recruiters maintain **strong state and nationwide networks** throughout various local government disciplines, and Teri brings exceptional depth in policing. Profiles on the recruiters and other members of the TBC Team can be found in Section V.

II. RECRUITMENT STRATEGY

The executive search strategy that follows describes four complete phases of a comprehensive recruitment for a Police Chief position.

PHASE I

Client Feedback & Involvement

Because of the importance of this position, we highly recommend the City Manager and Mayor be closely involved in the initial and final phases of the recruitment. It is important that the recruiters have a solid understanding of the current priorities, structure and culture of Fresno's Police Department so that we can accurately articulate an ideal candidate profile that would be the best fit for the department, the City, as well as the community. In order for TBC to represent any opportunity with conviction and credibility, we prefer to get as much information and feedback as possible before a recruitment is officially launched. Because our clients know their organizations best, we rely on their guidance to determine the best sources of information upon launching each assignment and recognize that the input desired can be achieved in a multitude of ways.

In addition to meeting with the City Manager and Mayor, the lead recruiter would also be available to meet with members of the Police Department, other department heads, along with additional internal and external stakeholders if desired. Our recruiters have extensive community relations and engagement experience and facilitating focus groups or town hall meetings with constituents is sometimes a critical step in launching a successful Police Chief recruitment. Alternatively, most of our clients opt to post online surveys on their websites to allow community members to offer feedback on the candidate profile throughout the recruitment at their convenience. A similar online survey can also be developed for internal use as an avenue for feedback exclusively for members of the Police Department if warranted.

Again, our clients know their organizations and communities best, so we rely heavily on their guidance and work collaboratively to design the best approach for each individual recruitment.

Strategy Refinement

Following the gathering of feedback, TBC will develop a detailed timeline for the project along with proposed methodologies for attracting the best possible candidates. The detailed timeline and specific strategy will be reviewed and approved by the Client prior to execution.

Material Development & Production





Immediately following the client feedback activities, the lead recruiter will draft advertising and recruitment brochure text for the Client's review. This information (description of community/City and service areas, Police Department, ideal candidate profile, compensation/benefits, etc.) should accurately summarize what was learned from the feedback sources. Sample TBC recruitment brochures are included as separate attachments to this proposal.

PHASE II

Advertising & Marketing

After our recruiters develop a clear understanding of what the Client is seeking, we will create aggressive advertising, marketing and social media campaigns for the recruitment. Both the traditional and electronic campaigns will be interrelated to ensure the position has a powerful presence in the marketplace.

Once the advertising is executed, TBC will distribute the city-produced recruitment brochure with a personalized cover letter to the national network of professional contacts in our database. Both e-mail and traditional mail are utilized in our marketing efforts. The job will

also be promoted through the firm's social media presence on , ,  and . TBC has the most active social media presence in the industry.

Personalized Outreach

As an intensive follow-up to the direct mail campaign, the recruiters will personally contact the individuals targeted and generate new contacts through referrals made by respected sources. The most impressive candidates are usually found this way and it frequently requires several persuasive conversations to attract them into a recruitment if they are content and successful in their current position. The majority of highly qualified candidates will not necessarily respond to an advertisement; therefore, extensive proactive outreach is required.

TBC dedicates an extraordinary amount of time to discovering new talent. With the maturation of enhanced retirement programs, there has been a tremendous loss of public safety management talent throughout the country. In response, we invest more time and resources than our competition in finding undiscovered superstars across the country as well as within the state.

Our clients pay for results and that's exactly what we deliver. Unlike many other recruiting firms serving the public sector, TBC invests whatever time is necessary to generate a number of outstanding candidates from which the Client can make a selection. While some of our competitors' charge additional consulting fees beyond a specific threshold, we do not limit the number of consulting hours, travel or meetings dedicated to any given project.

PHASE III

Resume Assessment

While the lead recruiter will review resumes as they are received, a final detailed review of each submission will be conducted immediately following the closing date of the recruitment. Those candidates determined to be the most highly qualified will be selected for screening interviews.

The TBC online application system was introduced to the market nearly 12 years ago and was the first in the public sector executive search industry. Leveraging the power, reach and

accessibility of the internet, TBC pioneered a modern digital experience for both candidates and clients. Since then, some of our competitors have followed suit, but TBC continues to set the bar with **enhanced website security features**, two-step authentication, strong passwords, and secure candidate database storage to keep candidate information safe and confidential.

Screening Interviews

TBC does not restrict the number of candidates to be screened. Rather, we interview every candidate who meets our Client's criteria. As a rule, this group frequently amounts to 6-12 candidates. The number of candidates screened ranges from just a handful of professionals for highly specialized positions to more than 20 for highly coveted opportunities. The screening interviews are typically conducted via Skype™ or phone.

Recruitment Report

Following the completion of the screening interviews, the recruiters will develop a written report for the Client that includes: a master list of all the applicants, resumes and cover letters for each candidate interviewed, a one-page profile summarizing each candidate's professional history, plus an overview of the recruiter's initial assessment of each individual based on their experience and the results of their screening interview.

TBC will send the written report to the Client's designated recipients in advance of a scheduled meeting that will be dedicated to reviewing the results of the recruitment, discussing each candidate screened, and planning for the final stages of the selection process.

Candidate Communications & Care

Throughout the entire recruitment, TBC will take responsibility for communicating with the candidates throughout every stage of the recruitment. In addition, the Client should feel free to refer any inquiries from potential or existing candidates directly to the lead recruiter at any time during the engagement. We handle all administrative aspects of the assignment.

TBC is **extremely attentive to internal candidates**. Our recruiters make sure they understand the process and are kept informed at every juncture as they may have never worked with a recruiter before. We take great care to meet the needs of the entire candidate pool throughout our engagements as it is critical that all the participants have a **positive** experience and leave the process with a **favorable impression** of the City of Fresno and the Fresno Police Department.

PHASE IV

Selection Process

TB&Co. will design and administer an appropriate final selection process in partnership with the Client. Our team will prepare the materials for the panel interviews, arrange for follow-up interviews with the hiring authority, and coordinate all logistics with the candidates. If additional selection activities are desired, TBC will assist with designing and facilitating written exercises, presentations, problem solving scenarios, etc. We tailor the process to best meet

the Client's needs and will assist the decision makers with deliberations. Lastly, it is critical that candidates' confidentiality be respected and maintained to the greatest degree possible to maintain the integrity of the process.

Background & References

Following the final process activities and the Client's selection of its top candidate, TBC will assist the client with facilitating a California POST compliant background check. When an external candidate is selected, a background/reference check of this nature entails a review of criminal, civil and driving records, credit report, employment history as well as academic verifications. In addition, the investigator will also conduct an on-site visit to the candidate's current or most recent places of employment to personally review personnel records and interview individuals associated with the selected candidate. The investigator also speaks with a number of references (including those supplied by the candidate as well as those independently sought out by the investigator). The client is provided with an extensive written report at the conclusion of the process.

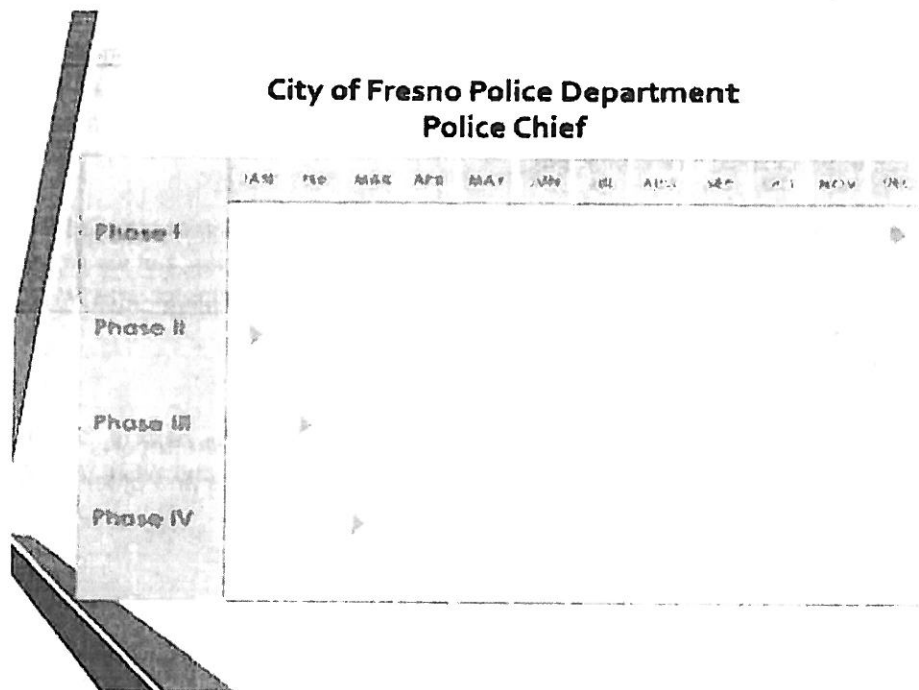
The professional fees for such an in-depth background investigation averages \$2,500-\$3,000 plus expenses and is not included in the TBC recruitment expenses, but we would be happy to assist the Client in securing an experienced public safety investigator who we work with on a regular basis.

Negotiations

Once the Client reviews and is comfortable with the findings in the reports, TBC is available to assist with negotiations on compensation, benefits, start date and other transition details to bring the assignment to completion.

III. PROJECT TIMELINE

TBC is prepared to begin work upon formal engagement. The entire recruitment can be completed within approximately 100-120 days. A visual of a projected timeline is portrayed below and assumes that preparation work could commence in December, however, the precise timeline is always negotiated with the Client.



IV. REFERENCES

Client	City of Pasadena	Tel: 626.744.4369
Contact:	Jennifer Curtis, Director of Human Resources	
Searches:	Police Chief (current), Payroll Services Manager, General Manager – Water & power, Finance Director, Deputy Fire Chiefs, Human Resources Director, Fire Chief, Planning Director	

Client: City of Tustin **Tel:** 909.837.9434 (Jeff)
714.573.3044 (Derick)

Contact: Jeff Parker, City Manager
Derick Yasuda, Director of Human Resources

Searches: Police Chief (current), Police Civilian Commander, Human Resources Director, City Manager (2011), Assistant Public Works Director, Field Services Manager, Finance Director (2008), Director of Parks & Recreation

Client: City of Palo Alto **Tel:** 650.329.2124

Contact: Rumi Portillo, Human Resources Director

Searches: Police Chief, Assistant City Manager, Deputy City Manager, General Manager of Water & Power, Finance Director, Payroll Services Manager, Assistant to the City Manager, Planning Director, Fire Chief, Deputy Fire Chiefs, Public Works Director

Client	City of Napa	Tel: 707.257.9418
Contact:	Jennifer Brizel, Human Resources Director	
Searches:	Police Chief, Assistant City Manager – Development Services, Planning Manager, Finance Director	

Client: City of Redwood City **Tel:** 650.780.7301

Contact: Melissa Stevenson Diaz, City Manager

Searches: Chief of Police, Fire Chief, City Manager, Assistant City Manager,
Public Works Director, Library Director, Deputy City Managers

V. RECRUITERS & STAFF PROFILES

Teri Black, President

Following a distinguished career in local and federal government, Teri has been dedicated to public sector executive search since 1999. Serving communities with populations in the millions to as small as 1,500 for nearly 18 years, she has built a substantial base of clients across the Western United States that continually rely on her personalized service and recruitment expertise. In addition to cities and counties, Teri's clients also include special districts, utility agencies, and non-profit organizations. She has managed a multitude of high profile and sensitive recruitments over the years. Prior to starting her own firm in 2006, Teri was affiliated with Shannon Executive Search/CPS Human Resource Services and The Oldani Group.

Before entering the executive search profession, Teri served as a Chief of Staff in the U.S. Department of Justice/Office of Community Oriented Policing Services (COPS) in a prior presidential administration. As part of her efforts to advance community policing, she was the Administration's key strategist on numerous public safety policy initiatives. Her local government experience includes management positions in the Cities of Santa Ana, Lakewood, and Oakland, California. As a consultant, clients find her prior government experience to be of tremendous value as they often comment, "She has walked in our shoes and understands our business."

Teri earned her Master's degree in Public Administration from the University of Southern California and holds a Bachelor's degree in Criminal Justice from California State University, Fullerton. She is a graduate of the UCLA Anderson School of Management's invitational certificate program for entrepreneurs and a founding member of Cal-ICMA's Preparing the Next Generation (PNG) committee which has served as a model for the national association.

*Teri will serve as the **lead recruiter** on this engagement.*

Joseph E. Brann, Chief Executive Officer/Law Enforcement Advisor

For the past four decades, Joe has been a nationally recognized expert in community and problem-oriented policing and contemporary law enforcement practices. Having established his own consulting firm 18 years ago, a substantial portion of his practice is dedicated to management and organizational performance improvement. He regularly provides assistance to TBC's law enforcement related recruitments and will serve as a key advisor on the Fresno search.

After coming up through the ranks in the Santa Ana Police Department, Joe served as Chief in the Hayward, CA Police Department before becoming the first Director of the Office of Community Oriented Policing Services/U.S. Department of Justice in the Clinton Administration. While in Washington, he administered over \$8 billion in community policing grants for local government entities across the nation. Since leaving federal service, Joe has served as a consultant to cities and counties throughout the country and is frequently sought out for his use of force, best practices and community policing expertise. In addition, he also serves as a court appointed monitor for the U.S. Department of Justice and California Department of Justice.

Joe holds a Master's in Public Administration from the University of Southern California and a Bachelor's degree in Criminal Justice from California State University, Fullerton. He is a graduate of the FBI National Academy and holds memberships in the California Association of Police Chiefs, International Association of Chiefs of Police and the Police Executive Research Forum.

Bradley Wardle, Senior Recruiter

Mr. Wardle joined TBC after a distinguished 30-year career of diverse experience in all areas of emergency response and management. He served as Fire Chief of the Mountain View Fire Department from April 2010 to May 2015 and has since been engaged in all of the firm's public safety recruitments since leaving the public sector and has played a critical role in our recent Police Chief projects. Prior to his recruiting career, Mr. Wardle began his career as a firefighter for the City of West Jordan and over the next 25 years he rose through the ranks eventually serving as Fire Chief for 6 years. During this time, he also served as Interim City Manager.

Brad has held numerous leadership and teaching positions—including serving as President of the Santa Clara County Fire Chief's Association and President of the Utah State Fire Chief's Association. He has taught courses in Emergency Services Public Administration as an Adjunct Faculty Member for Utah Valley University.

Mr. Wardle is a member of the International Association of Fire Chiefs. He holds a Master of Public Administration Degree from the University of Utah, a Bachelor of Science Degree in Consumer Studies and Economics from the University of Utah and an Associate of Arts Degree in Fire Science from Utah Valley State College.

Bob McFall, Senior Recruiter

Joining TBC Recruiting, Bob continues with a distinguished professional career that spans over 43 years, with 35 as an executive manager in local government and the past 8 years in management consulting and recruiting. His tenure with local government included nearly 25 years as the Assistant City Manager with the City of Glendale, involving oversight of the budget, operations and service delivery effectiveness with a dedicated emphasis on human resource practices and organizational development. Working with other HR professionals, Bob focused on recruitment, retention and development practices to model best industry methods. During this time, Bob also served as the City's Administrative Hearing office, and played a leadership role in all Glendale's executive level recruitments, including Police Chief searches.

Bob's post-retirement consulting has emphasized his extensive experience and interest in human resources, public policy and development of organizational teams, providing services focused on executive recruitment, strategic planning, organizational effectiveness, team building and human resource practices. Clients have included both non-profit and public agencies, and Interim City Manager assignments.

Earning his Bachelor's degree from California State University at Pomona, Bob has been actively engaged in leadership roles with many professional organizations at the local, state and federal level, including the International City Manager's Association. He is based in Ojai, California.

Tracey Carlson, Director of Client & Candidate Care

Tracey is responsible for managing the numerous administrative activities and logistical coordination associated with TBC recruitments and special projects. Her 15 years of project management experience benefits the company in many ways. From overseeing our massive database, ensuring contractual requirements are met and interacting with candidates to coordinating background checks, she is involved with all aspects of the search process.

Tracey is also charged with the most difficult responsibility in the practice – managing Teri's calendar! In addition, she serves as an outstanding resource for candidates and sets a high bar for the firm's commitment to five-star quality service. In a nutshell, she serves as Teri's invaluable "right hand" in ensuring that all client and candidate needs are met.

Prior to joining the firm more than 7 years ago, Tracey held a variety of finance, IT and project management related positions with Northrop Grumman and Toyota Motor Sales, USA.

Lucia Vo, Executive Assistant

Lucia interfaces extensively with our candidates and works alongside Tracey to help ensure our clients and candidates receive the proper care and support. A great deal of her time is spent handling incoming calls, monitoring our online application system, responding to e-mails, and assisting candidates with their submissions.

Lucia has worked in various administrative capacities in the private sector throughout Europe and the United States. She graduated from Technic University Kosice in Slovakia majoring in Business Administration.

Ingrid Safranek, CFO/Business Manager

Ingrid has been a Certified Public Accountant in California since 2006. Before joining TBC, Ingrid served as Chief Financial Officer and Vice President of MMRGlobal, Inc., a publicly reporting company in the Health IT space that provides and resells Personal Health Records and document imaging and scanning systems along with the licensing of its intellectual property. She is well versed in contract negotiations and worked closely with the CEO and the Board of Directors.

She worked for Deloitte & Touche from 2002 to 2006, where she was part of the audit teams for large and small, private and public clients such as Computer Sciences Corporation, Infonet (later acquired by British Telecom), Candle! Corporation (later acquired by IBM), Kubota, Primedia, Inc., Gold Circle Entertainment, and the Performing Arts Center, among others. Her focus was on the technology, media, and entertainment industries.

In addition to her work with TBC, Ingrid is also the owner of Goldstein Enterprises, a management consulting firm that has served numerous clients by providing them with business practices analyses and software application development to streamline day-to-day operations and maximize efficiency. Among Ingrid's past and current clients as owner of Goldstein Enterprises were Nestle USA, Warner Bros. Studios, and RJR Fashion Fabrics.

Ingrid received a B.A. in Business Economics with a minor in Accounting from the University of California, Los Angeles.

VI. PRICING & GUARANTEE

The professional fee for the Police Chief assignment will be **\$20,000**. This includes all work outlined in Phases I – IV in the proposal's scope of work. Because of our results-oriented philosophy, the professional fee covers the entire scope of work and does not cap the number of visits or the amount of time invested in bringing the project to a successful conclusion.

Reimbursable expenses will not exceed **\$10,000**. Reimbursable expenses include advertising, brochure design and reproduction, administrative support, report supplies, printing/copying, postage and delivery charges, as well as recruiter travel related to client meetings and interviews. Marketing and advertising costs normally encompass about 65-75 percent of the expense budget.

Professional fees and expenses are billed monthly. Expenses are billed at their actual level and are never marked-up or inflated with special fees.

Placement Guarantee

If a candidate selected and appointed by the City of Fresno terminates employment for any reason before the completion of the first year of service as a result of a comprehensive TBC executive recruitment, the firm will provide the City with the necessary consulting services required to secure a replacement. Professional consulting services will be provided at a discounted rate of 25-50% of the original fee.¹ Expenses will be covered by the Client. If a TBC placed candidate is terminated for cause within the first year, no additional professional fees will apply.

Fee for Additional Placements

Because of the challenging market for top talent, our clients are increasingly taking advantage of selecting more than one outstanding candidate from a single recruitment that will benefit the organization in a different capacity. In these instances, a \$5,000 placement fee per additional candidate placed will apply and will include completion of background records review as well as reference checking.

² To be negotiated at the time of re-engagement and will be dependent on scope of work needed to refill the position.

VII. CONTACT INFORMATION

Business address: 3510 Torrance Blvd., Ste. 209
Torrance, CA 90503

Telephone: 424.296.3111

Web site: www.tbcrecruiting.com
Skype Address: tbc.recruiting
Twitter: TBCRecruiting

Federal Tax ID: 13-4346458

Primary Contact: Teri Black
teri@tbcrecruiting.com
Office: 424.296.3111 Mobile: 310.781.0878

Company Officers: Teri Black, President
Joseph E. Brann, CEO

VIII. COMPREHENSIVE LIST OF CLIENTS

Cities

- ♦ Agoura Hills
- ♦ Alameda
- ♦ Aliso Viejo
- ♦ Anaheim
- ♦ Arlington, TX
- ♦ Arroyo Grande
- ♦ Ashland, OR
- ♦ Belmont
- ♦ Berkeley
- ♦ Beverly Hills
- ♦ Brisbane
- ♦ Buena Park
- ♦ Burbank
- ♦ Burlingame
- ♦ Cannon Beach, OR
- ♦ Carlsbad
- ♦ Carmel-by-the-Sea
- ♦ Carpinteria
- ♦ Chandler, AZ
- ♦ Colorado Springs, CO
- ♦ Concord
- ♦ Costa Mesa
- ♦ Daly City
- ♦ Davis
- ♦ Del Mar
- ♦ Denver, CO
- ♦ Dublin
- ♦ East Palo Alto
- ♦ El Cajon
- ♦ Eugene, OR
- ♦ Fairfield
- ♦ Fort Worth, TX
- ♦ Fremont
- ♦ Fresno
- ♦ Fullerton
- ♦ Glendale
- ♦ Goleta
- ♦ Half Moon Bay
- ♦ Hayward
- ♦ Healdsburg
- ♦ Hermiston, OR
- ♦ Hermosa Beach
- ♦ Hillsborough
- ♦ Huntington Beach
- ♦ Imperial Beach
- ♦ Indio
- ♦ Laguna Niguel
- ♦ La Habra
- ♦ La Palma
- ♦ La Quinta
- ♦ Lakewood, CO
- ♦ Livermore
- ♦ Lomita
- ♦ Lompoc
- ♦ Long Beach
- ♦ Los Altos
- ♦ Los Banos
- ♦ Los Gatos
- ♦ Lynwood
- ♦ Manhattan Beach
- ♦ Marina
- ♦ Menlo Park
- ♦ Milpitas
- ♦ Modesto
- ♦ Moreno Valley
- ♦ Morgan Hill
- ♦ Mountain View
- ♦ Murrieta
- ♦ Napa
- ♦ National City
- ♦ Newport Beach
- ♦ Oakland
- ♦ Palo Alto
- ♦ Pasadena
- ♦ Piedmont
- ♦ Pismo Beach
- ♦ Pittsburg
- ♦ Pleasanton
- ♦ Prescott Valley, AZ
- ♦ Pomona
- ♦ Poway
- ♦ Provo City, UT
- ♦ Rancho Cordova
- ♦ Redlands
- ♦ Redwood City
- ♦ Riverside
- ♦ Roseville
- ♦ San Diego
- ♦ San José
- ♦ San Leandro

- ♦ San Luis Obispo
- ♦ San Mateo
- ♦ Santa Barbara
- ♦ Santa Clara
- ♦ Santa Clarita
- ♦ Santa Cruz
- ♦ Santa Monica
- ♦ Santa Rosa
- ♦ Sierra Vista, AZ
- ♦ Signal Hill
- ♦ Sunnyvale
- ♦ Surprise, AZ

- ♦ Torrance
- ♦ Tracy
- ♦ Turlock
- ♦ Tustin
- ♦ Vallejo
- ♦ Ventura
- ♦ Vista
- ♦ Walnut Creek
- ♦ West Sacramento
- ♦ Woodside, Town of
- ♦ Yucca Valley, Town of

Counties

- ❖ Alameda
- ❖ Contra Costa
- ❖ Denver, CO (City/County)
- ❖ Lane, OR
- ❖ Los Angeles
- ❖ Merced
- ❖ Monterey
- ❖ Napa
- ❖ San Diego
- ❖ Santa Barbara

Special Districts/Authorities

- Ashland, OR Parks Commission
- Beach Cities Health District
- Calleguas Municipal Water District
- Castaic Lake Water Agency
- Goleta Water District
- Hi-Desert Water District
- Indio Water Authority
- Menlo Park Fire Protection District
- Mesa Consolidated Water District
- Municipal Water District of Orange County
- Sacramento Metropolitan Fire District
- San Ramon Valley Fire Protection District
- South Bay Regional Public Communications Authority
- Southern California Association of Governments
- West Basin Municipal Water District

Universities

Cal State Los Angeles

